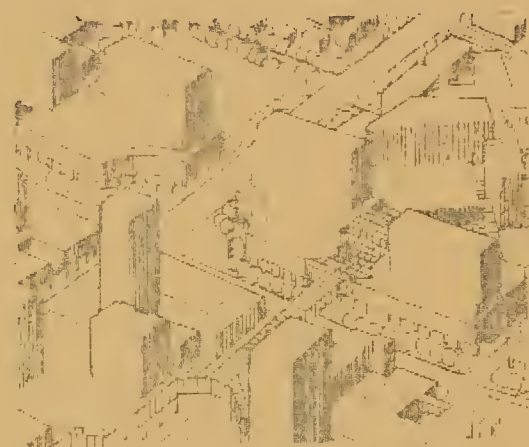
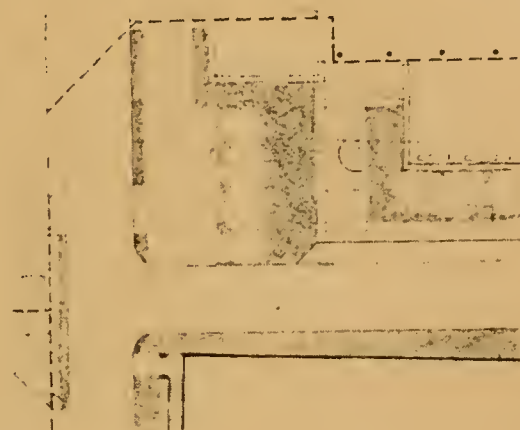
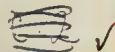


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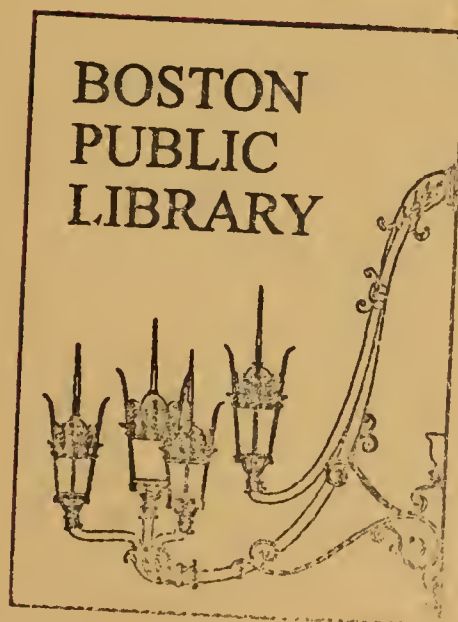
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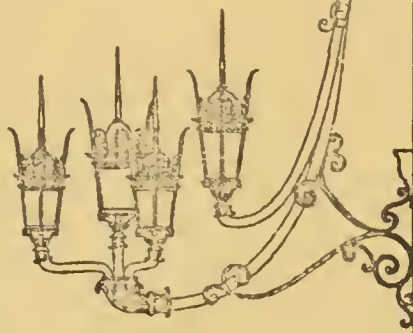


Framework: Master Programming for the Longwood Medical Area

October 1981



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arrowstreet inc.

July 29, 1988

Mr. Richard Garver
Assistant Director for Special Projects
Boston Redevelopment Authority
Room 945, City Hall
One City Hall Plaza
Boston, MA 02201

Dear Mr. Garver:

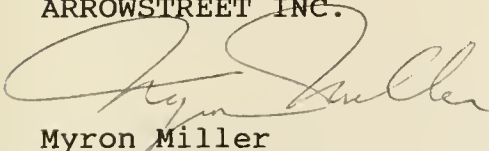
Richard Shea of MASCO told me you were interested in the Master Program for the Longwood Medical Area which Arrowstreet developed. I enclose a copy of the two-volume final report we produced for MASCO - the Framework, dated October 1981, and the Working Report, dated November 1981.

We feel these master planning documents, and the process we used to develop them, have been uniquely successful in planning for such a complex, multi-institutional area. Within six months of the completion of our Master Program, initial area improvements such as the Brookline and Longwood Avenue traffic improvements and the area-wide Sign System were proceeding into implementation, with the full support of the many independent institutions and agencies involved. The Master Program documents have continued as the basis for on-going improvement efforts and development guidance, and remain the effective area planning framework. We credit much of this success to the organization of the Master Program as a flexible Framework, with many specific Action Projects outlined, which independently work toward fulfilling the area-wide goals. As you know, Arrowstreet has also continued to work with MASCO in various ways, presently designing the Temple Garage Complex on Longwood Avenue.

If you have further interest in the LMA Master Program, or in the Framework planning process it exemplifies, I would be glad to meet with you and other BRA personnel, at your convenience. Please give me a call.

Sincerely,

ARROWSTREET INC.



Myron Miller
Principal and Vice President

cc: Rick Shea, MASCO

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**Framework:
Master Programming for the
Longwood Medical Area**

October 1981

INTRODUCTION

The quality of the future environment for the institutions in the Longwood Medical Area is dependent on the improvement of the area as a whole. These institutions have developed over the last eighty years on separate parcels, creating a concentration of medical and educational institutions which is the largest in the Boston area and which continues to grow. In recent years, both this growth and other development in the surrounding areas have created a legacy of problems which members plan to overcome through joint action. This is a preliminary report of the Master Programming process initiated by the Medical Area Service Corporation (MASCO) to develop and implement a program for area-wide improvement. This report deals only with immediate institutional considerations and initial community input. This now has to be brought into a larger context to include and address the overall needs of the Longwood Medical Area and its adjacent communities. This report is the start of such a process.

Master Programming was undertaken to permit actions by the institutions to be done against a background that protects their long-range plans and interests and those of the area as a whole. The program consists of a **Framework** of area-wide strategies built in part upon the previous planning efforts of MASCO. Its Elements address actions in the areas of Traffic and Access, Parking, Security, Open Space, Proposed Development Policy, and Long Term Process. Overall concepts were quickly set and priority given to: (1) identifying actions, called **Action Projects**, which could be taken immediately to begin to solve some of the critical problems in the area; (2) detailing those Action Projects sufficiently to begin their implementation; and (3) establishing a Long Term Process to initiate the needed further projects and continue development of a broad-scale vision which improves the Framework.



The recommended Action Projects which are being explored include:

Traffic and Access:

- Riverway through traffic improvements for regional traffic.
- Brookline and Longwood Avenue flow improvements.
- Creation of a single access loop for the medical institutions.
- A coordinated area sign system to locate and identify institutions.

Parking:

- Study of area parking costs, revenues and subsidies.
- Area-wide rate system proposal.
- Proposals for shared maintenance and parking management by MASCO.
- Development of strategies to meet parking demands.

Security:

- Public awareness and community interaction.
- Comprehensive data base development and maintenance.
- Interinstitutional coordination, and potential centralized security operations management.
- Evaluation of enlargement of external patrol.
- Security-reinforcing environmental modifications.

Open Space:

- Pedestrian mall on Shattuck-Deaconess Road alignments.
- Longwood Arcade—pedestrian improvements integrated with new development.
- Longwood Crossing—environmental improvements to Brookline Avenue commercial center.
- Agreements to realize a second-level pedestrian connector.
- Further development of a visionary Framework, including a Campus area improvement plan.

Proposed Development Policy:

- Identification of key development parcels.
- Guidelines for development coordination, massing, use and design controls.
- Space needs studies for doctors' office, administrative and research space, housing, recreation and commercial.
- Re-use programming for Boston Lying-In.

Long-Term Process:

- Organization of on-going Development Committee.
- Staffing MASCO to guide area planning and development.
- Coordination of development needs and plans among LMA institutions.
- Initial work on larger area improvements with community groups, public agencies and other institutions.

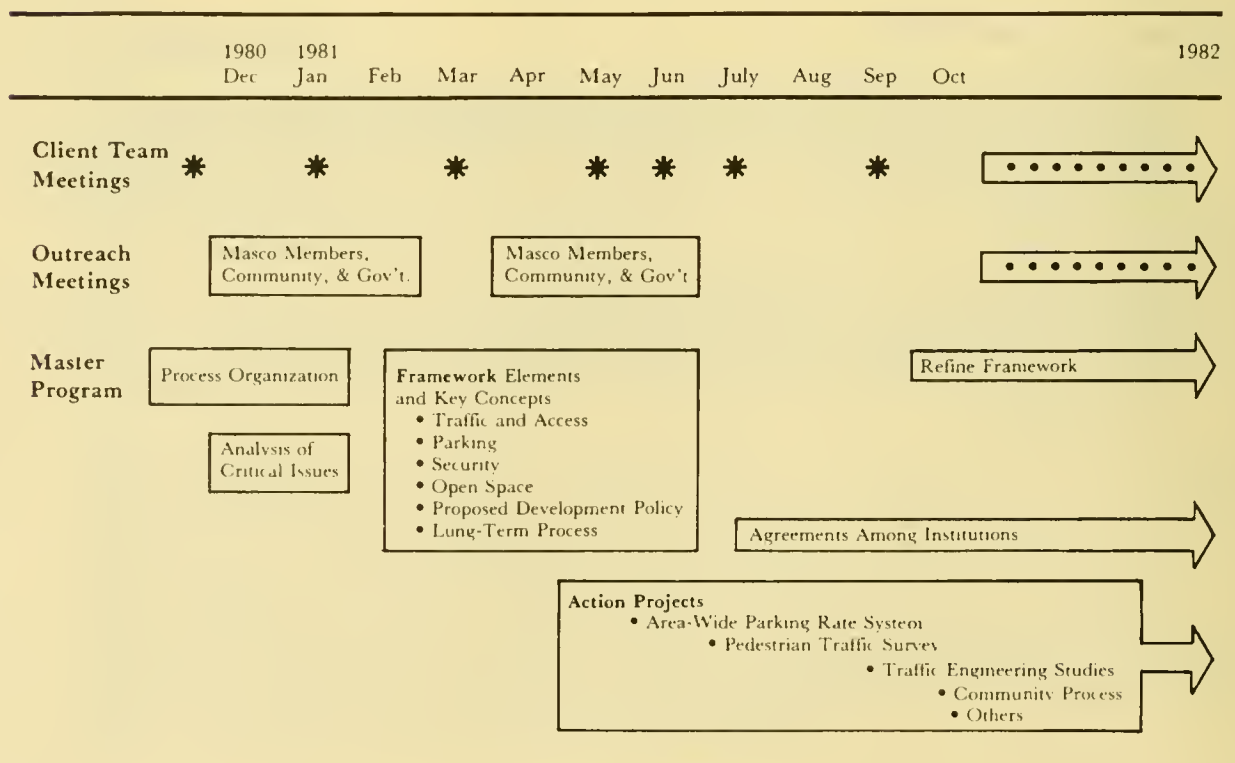
FRAMEWORK

The Longwood Medical Area contains over twenty cultural and medical institutions on 174 acres. These institutions are independent entities, each with its own Board of Trustees or governmental connection. At the same time, many collaborative arrangements have begun over the years. For example, the educational institutions use programs at the medical institutions as part of their curricula; joint appointments are made between the Harvard Medical School and hospital staffs; a joint trauma center and research facilities are being developed; and MASCO has been created and now provides many area services. In these arrangements, the institutions have chosen to maintain their identities. Though it is projected that interactions will grow in a significant way, it is also assumed that the institutions will develop as their diverse personalities and missions dictate. The process proposed here-in for area development is structured to capitalize on this individuality and diversity of mission and funding.

Master Programming Process. Traditional masterplanning is based on developing land-use and infra-structure plans, outlining actions to achieve them, and producing a single clearly defined result. Such a plan and process would not work for the LMA institutions, given the plurality of their aims and their differing states of development. Instead, a **Framework** defining long-term goals and setting overall organizing concepts to guide area development has been created, along with a process for its coordinated realization through Action Projects: specific development actions to be undertaken with varying degrees of collaboration.

The composition of this initial Framework was guided by a Client Team composed of MASCO Board members. It involved a sequence of activities: (1) interviewing people at the member institutions; (2) defining critical issues based on Client Team meetings and interviews; (3) identifying the separate Elements of the Framework and developing key concepts to structure the coordinated development of the whole area; and (4) proposing initial Action Projects to realize these key concepts.

LMA Master Programming Process



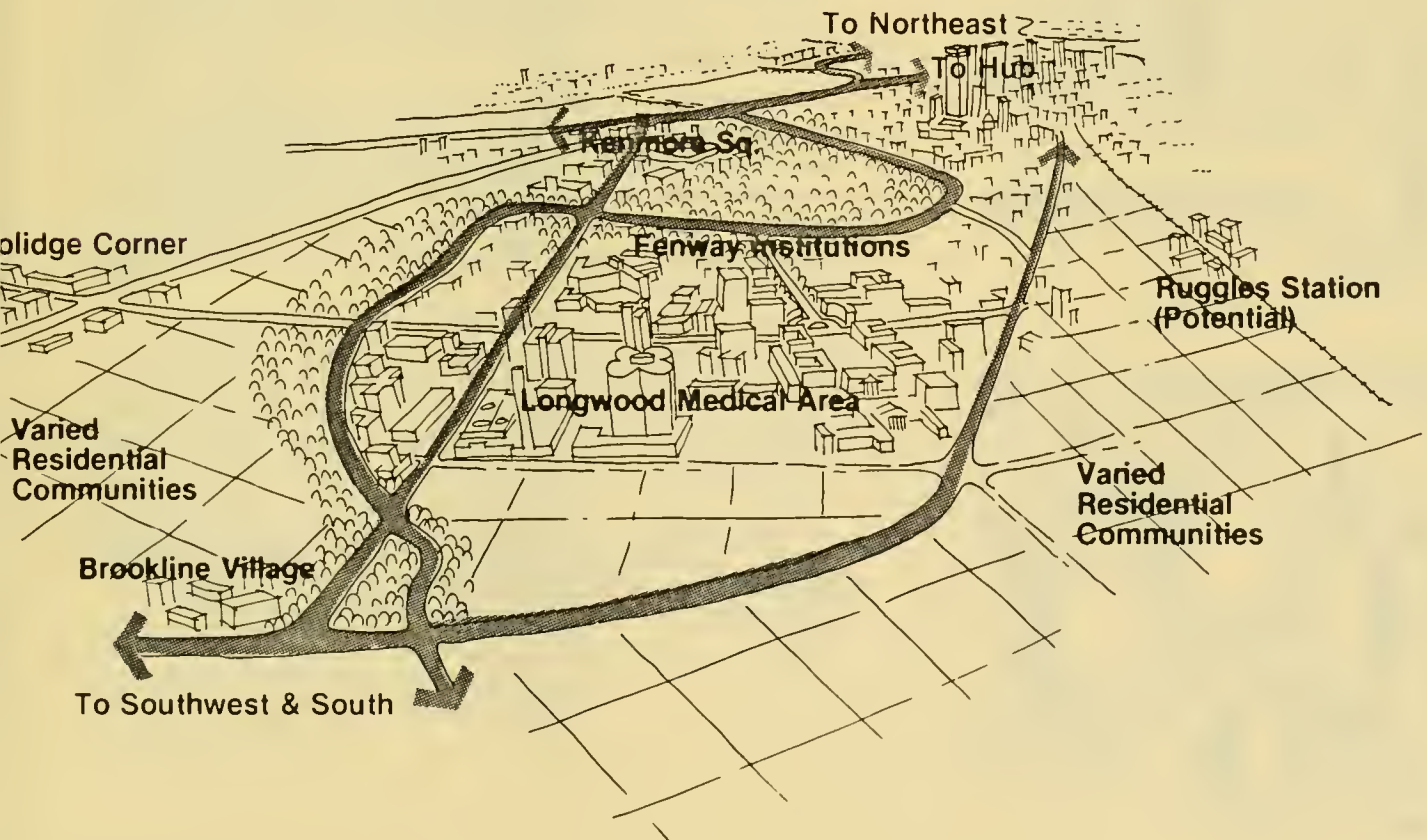


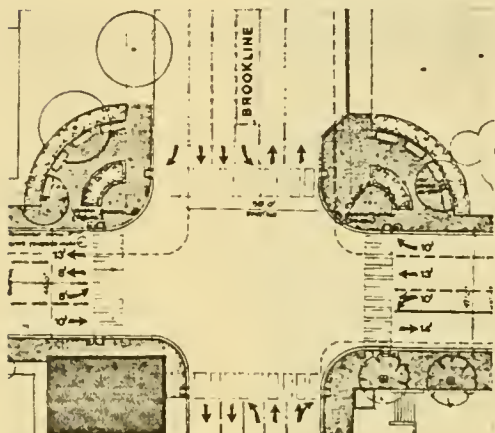
The planning began with interviews of management personnel of all the MASCO institutions in order to understand the range of concerns and perspectives on area needs. Their views of the most pressing environmental issues were relatively consistent, especially considering the diversity of MASCO members. These interviews and subsequent Client Team meetings clarified the environmental context for LMA planning and helped define the Elements of the Framework and set priorities for designating action.

Environmental Context. The location of the LMA in the City of Boston and the metropolitan area sets a context of environmental problems and potentials for LMA planning. The proposed Framework recognizes these factors and utilizes them for the enhancement of the area.

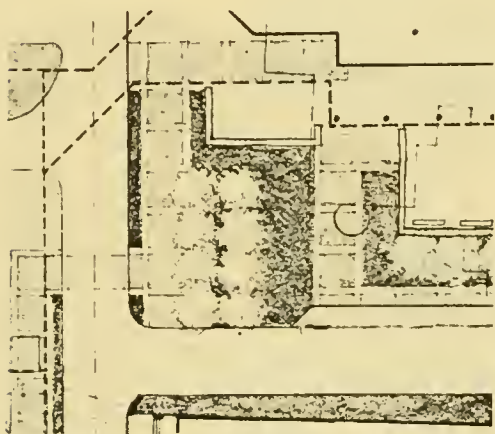
The area's situation astride the major radial traffic corridor between the southwestern suburbs and the hub of Boston presents an unavoidable need to accommodate much traffic. Through traffic on the Riverway, Brookline and Huntington Avenues cannot be displaced outside the area, and therefore must be managed to best accommodate both regional and local area needs. The nearby regional commercial centers—Coolidge Corner, Brookline Village, Kenmore Square, and Ruggles Station (potential)—restrict the opportunities for commercial development within the LMA to specialized, local service activities for the institutions and their immediate residential neighbors.

The northeast half of the LMA possesses a campus character of institutional buildings set in significant open space, in contrast to the densely developed medical areas to the southwest. This campus is continuous with the Fenway and the institutional belt stretching as far as the Christian Science Center, and presents the potential of a dominant open-space feature of the proposed Framework. The LMA is largely bounded by residential communities of highly varied nature, some of which are in flux. Strengthening these residential areas is essential, for the quality of the LMA can only be as good as that of the surrounding communities.

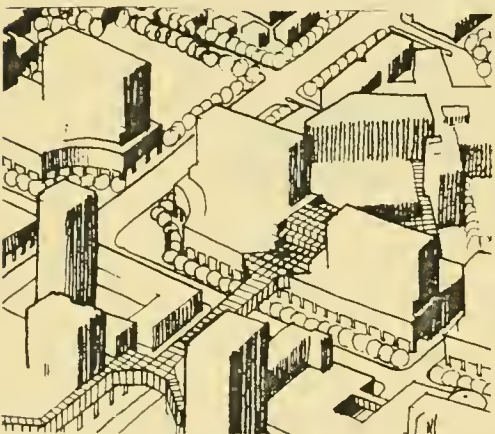




Traffic and Access



Open Space



Possible Development

Elements of the Framework. The master programming process defined six key Elements, or areas of significant concern to the LMA and its institutions, as follows:

- **Element 1:** Accessibility was seen as an increasingly critical issue. As hospitals move more toward ambulatory care and face increased suburban competition, the need for good accessibility grows. Similarly the market for education is increasingly competitive and continuing education programs grow in importance. Both developments make improvements in **Traffic and Access** a key issue.
- **Element 2:** Directly related to improved access is the issue of accommodating the vehicles which must come to the LMA with effective **Parking** strategies. This was not seen primarily as a problem of the number of parking spaces, but as one of management policies and their coordination among area institutions.
- **Element 3:** The perception that the LMA is the target of a disproportionately large number of security incidents is prevalent. Whether this is statistically true or a matter of distorted perception, **Security** actions to address this concern were deemed of critical importance.
- **Element 4:** Ameliorating the unattractiveness of the LMA environment—its dramatic lack of organization, spatial quality and pedestrian amenities—was seen as an opportunity to better attract and serve staff, patients, students and visitors. The **Open Space** element is framed to begin to establish a coherent physical organization and develop a pleasant pedestrian environment.
- **Element 5:** In recent years, much construction activity has taken place and the institutions have been concerned about its coordination, about room for future expansion, and about attracting uses which provide and can support development of currently absent amenities. Hence, an element on **Proposed Development Policy** is necessary to coordinate and direct this activity.
- **Element 6:** This master programming process is the result of a desire for a more effective approach at dealing with area-wide problems. This is seen as requiring a coherent **Long Term Process**, of which this is only the initial effort, for coordination among LMA institutions and with the surrounding community.

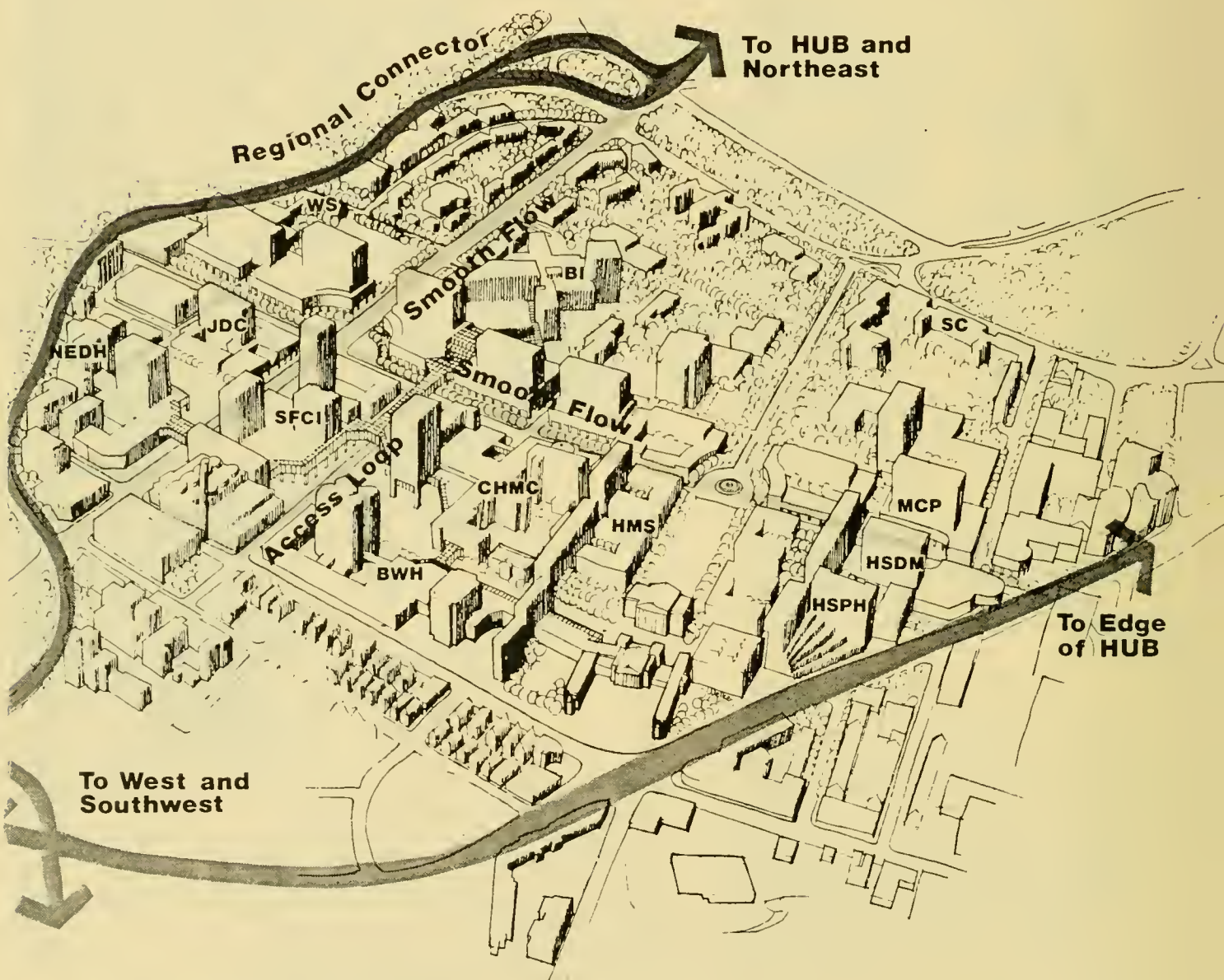
The key issues of these six Elements and the proposed concepts for addressing the concerns are described in the following pages. Summaries of the proposed Action Projects for near-term efforts and recommended schedules are also presented.



Future Vision. Each of the Elements of the Framework is conceived of as being independently achievable, unlike the parts of a normal Master Plan, each of which depends on the other. While these Elements are mutually reinforcing, the organizing concepts can be beneficial in themselves when achieved, even partially. The concepts for each Element are based on understanding the place of the LMA in the city fabric, the inherent internal structure of the LMA, and the varied interests and potentials of its institutions and populations. When taken together, these Elements embody a long-range vision of a grander environmental future for the Longwood Medical Area—a backdrop against which shorter-term Action Projects can be put into perspective. This future vision must be understood as a provisional concept which reflects current perceptions, but which will be continuously revised and improved as goals change and potentials develop.

Framework Element 1: Traffic and Access

Description. The MASCO area lies astride the major connectors between the Southwestern suburbs and the key access to the hub of Boston and the further Northeast; traffic coming from Route 9 and the Arborway most easily connects to Storrow Drive through Brookline Avenue and the Riverway. Alternative routes are unlikely to emerge in the future: Huntington Avenue, even when improved, affords good access only to the Theatre District edge of the Hub, other areas of the Hub and paths to the North and East being better accessed from Storrow Drive; alternative cross-town arteries have been proposed and are considered unlikely to be achieved; and public transit is not likely to change this situation in the next decades.



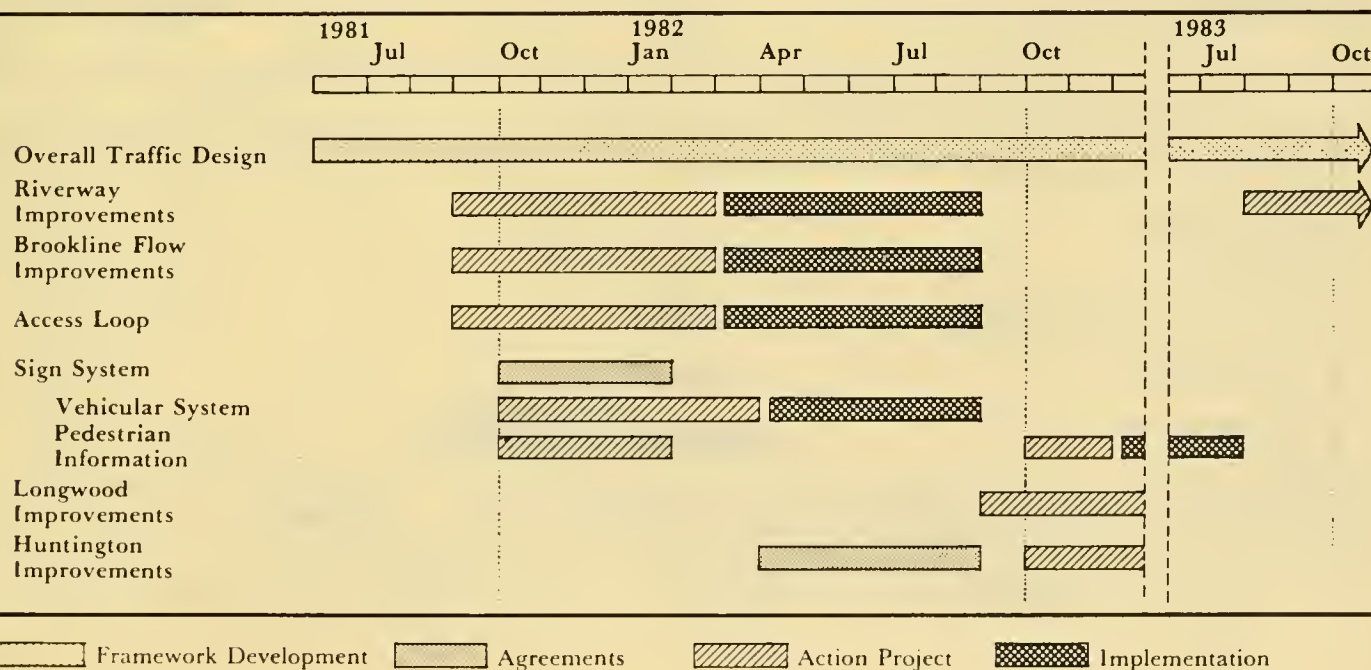


The proposed Framework accommodates and even profits from this significant location in the traffic pattern. First, the entrances to the area from the Riverway and Huntington, along Brookline and Longwood, are seen as gateways: signage, building masses, plazas, and second level connectors will be designed to support the definition. Second, traffic along the Riverway and Huntington will be managed to accommodate their regional role better. Simultaneously, the traffic ways along Brookline and Longwood Avenues will be designed to discourage regional traffic, and traffic on them will be smoothed out through decreasing entrances and egresses from them, reshaping of key intersections, and improving signage. Third, a new access pattern for the medical institutions will be developed, consisting of a loop pattern which will give each institution a more definitive address, and will coordinate access to parking with hospital entrances.

Action Projects.

- Riverway Through Traffic Improvements for regional traffic, from Fenway to Brookline Ave.
- Brookline Avenue Flow Improvements through turn controls, median barriers, signalization.
- Access Loop for clear, simplified access to the major hospitals and parking.
- Sign System for coordinated, continuous vehicular and pedestrian information for access to the LMA medical and educational/cultural institutions.
- Longwood Avenue Flow Improvements through lane-use and parking controls.
- Huntington Avenue Through Traffic Improvements and other projects for further investigation.

Schedule



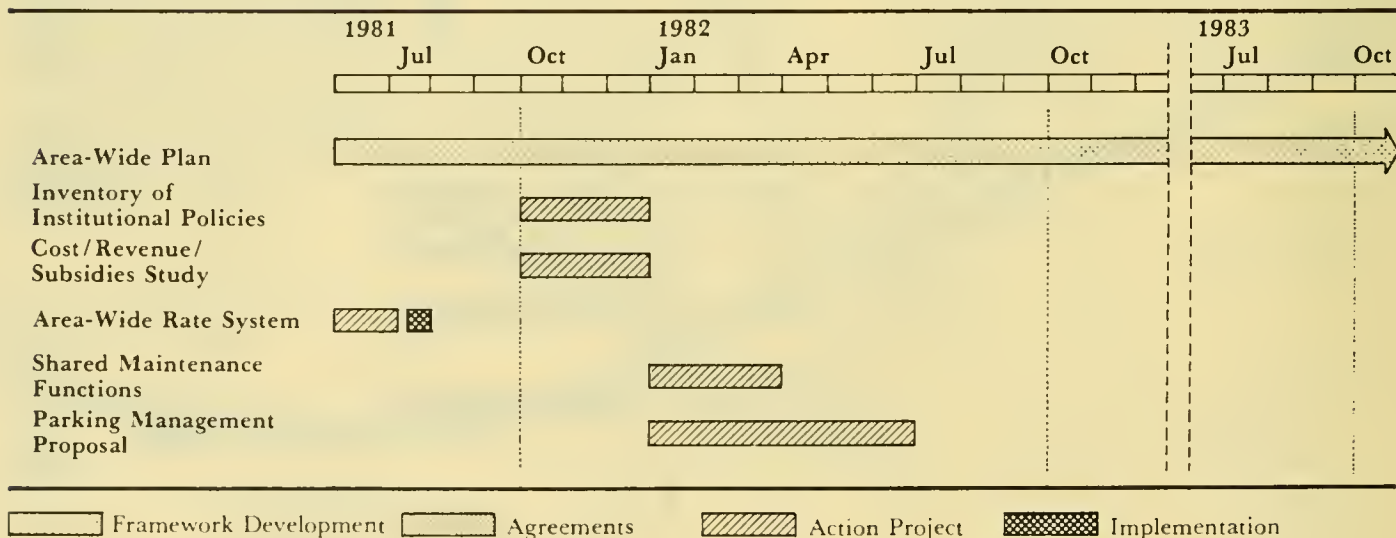
Framework Element 2: Parking

Description. People come to the LMA in many different capacities, each having its own requirements for parking. Hence, a parking policy is being developed to minimize subsidies and to coordinate short-term and long-term parking arrangements with the various demands and services, including off-site parking, shuttle buses, and public transportation. Preliminary findings indicate that the critical parking problem, finding short-term parking for medical patients and staff, can be solved with better coordination of existing facilities between institutions and with the present off-site parking capabilities.

Action Projects.

- Inventory of Institutional Parking Policies concerning available space, cost and allocation.
- Clarification of Costs/Revenues/Subsidies situations at member institutions.
- Area-wide Rate System proposal.
- Evaluation and proposal of Shared Maintenance Functions to improve efficiency and reduce costs.
- Proposal for Parking Management by MASCO, for selected institutions.
- Development of Strategies to meet Parking Demand using all aspects of transportation management, including shuttle services, ride-sharing, van-pooling and remote parking.

Schedule





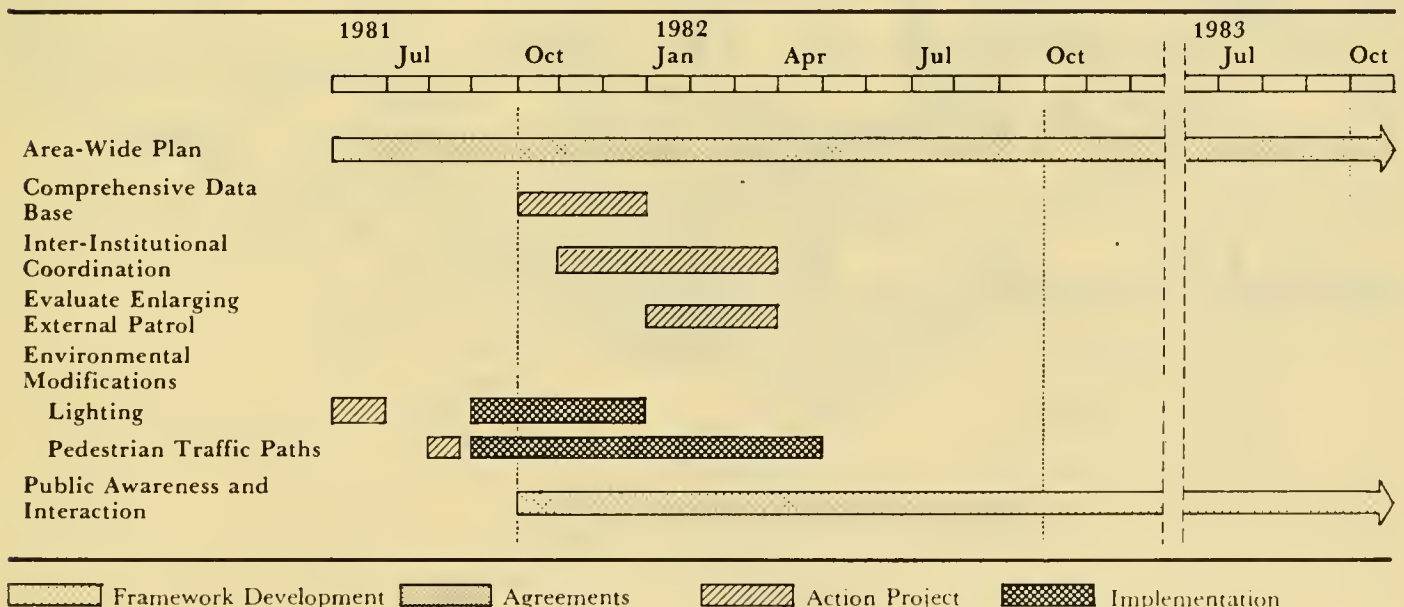
Framework Element 3: Security

Description. Security actions must be designed to address two key goals: increased safety through reduction in the number and severity of incidents, and improved public perception of the area as a safe place to work and visit. The proposed approach encompasses both central inter-institutional efforts and broad-scale public awareness and community interaction campaigns. Initial steps begin the coordination and improvement of security within the Longwood Medical Area, involving efforts in security operations, data base development, external patrol, and security-reinforcing environmental modifications. Potential areas for future evaluation include central management of coordinated security operations, and development of a Longwood Area Police Force. It is hoped over the long run that security will decrease as a critical problem for the LMA if the larger neighborhood is able to improve, suggesting a proposed strategy for MASCO to work with community leadership to initiate a process of change for the whole area.

Action Projects.

- Public Awareness of and Participation in improved area safety.
- Community Interaction involving security efforts, communication channels, and improved institutional community-support programs.
- Development and maintenance of a Comprehensive Data Base.
- Coordination of institutional security programs.
- Evaluation of Enlargement of the External Patrol.
- Planning and implementation of Security-reinforcing Environmental Modifications, including such measures as lighting level and surveillance system improvements and concentration on major pedestrian traffic paths.

Schedule



Framework Element 4: Open Space

Description. The northeast section of the MASCO area is structured as a campus—where institutional buildings are set in significant open space. This open space fabric is continuous with the Fenway and a possibly significant future “campus park” stretching along Huntington through the Christian Science Center, including, besides the MASCO members, Wentworth, Northeastern, the Boston Museum of Fine Arts, the Gardner Museum, Symphony Hall and Emmanuel College. This campus-park setting should be recognized as a dominant feature of the proposed Framework—being strengthened through tying together the open spaces, coordinating their use, developing the edges of the more dense hospital areas in ways that take advantage of this amenity, and having a separate identity reinforced by signage and traffic patterns. Elements which limit this development (e.g., security concerns and the problematic character and future of the public institutions) need examination, with the intention that the MASCO membership find ways to influence change to benefit the area.





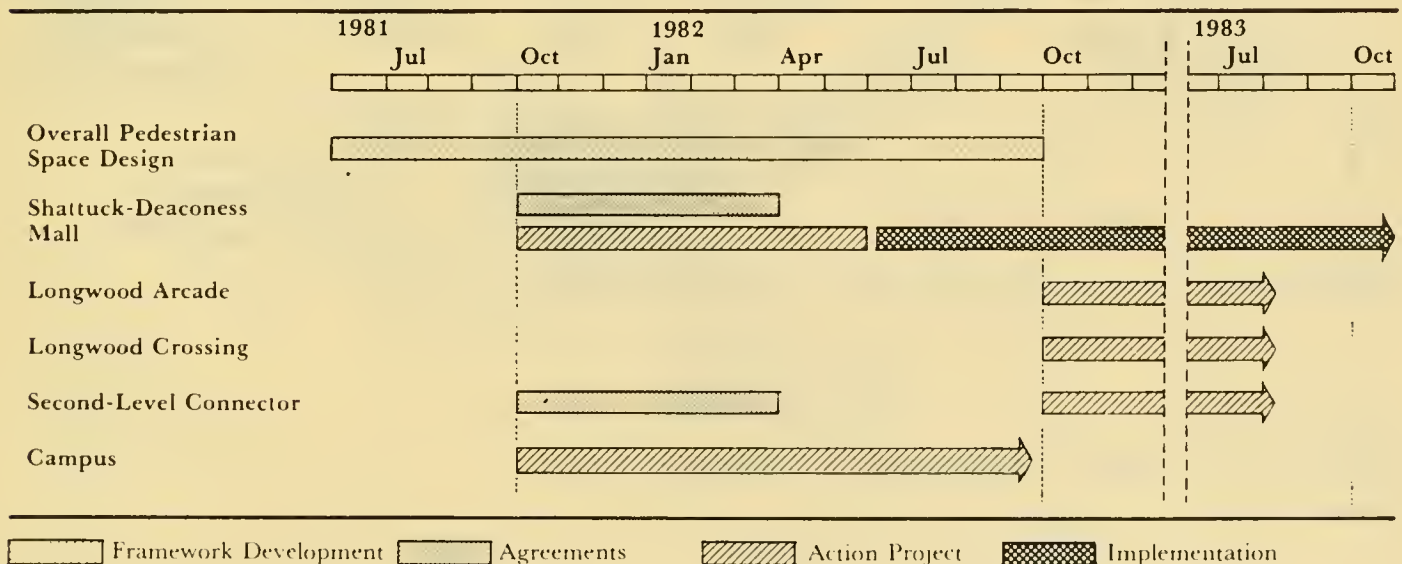
The internal structure of the MASCO area is conceptualized as a campus area that borders a ladder of pedestrian connections in the dense medical institutional area. The rails of this ladder we call the Longwood Arcade and the Shattuck-Deaconess Mall; the rungs are the connecting streets and spaces. Reinforcement of these two spatial and circulation systems forms a natural and economical basis for further development. Hence, the Framework proposes to strengthen this structure by improving the park-like qualities and usefulness of the open space, and making the rails and rungs of the hospital area ladder into a more scenic, amenity-rich set of pedestrian spaces.

The major rails of the ladder are projected as: (1) a pedestrian mall along the Shattuck and Deaconess alignments (it being the "seam" between many of the medical institutions); and (2) along Longwood Avenue, improved pedestrian amenities and on-site parking. The principal "rungs" are: (1) a second level connector, adding links from the Beth Israel to Children's Hospital and from Deaconess to the Sidney Farber Cancer Research Institute (all to be realized primarily as part of proposed hospital construction); (2) a "town square" where the second level connectors join, which touches entrances to CHMC, SFCI, and BWH; (3) a commercial center developed through reinforcing the activity along Brookline Avenue and acting as a gateway to the area; and, (4) the continued development of the axis connecting the Harvard Medical School to the Fenway along Avenue Louis Pasteur. All the developments are assumed to be resolved together with affected property-owners and institutions.

Action Projects.

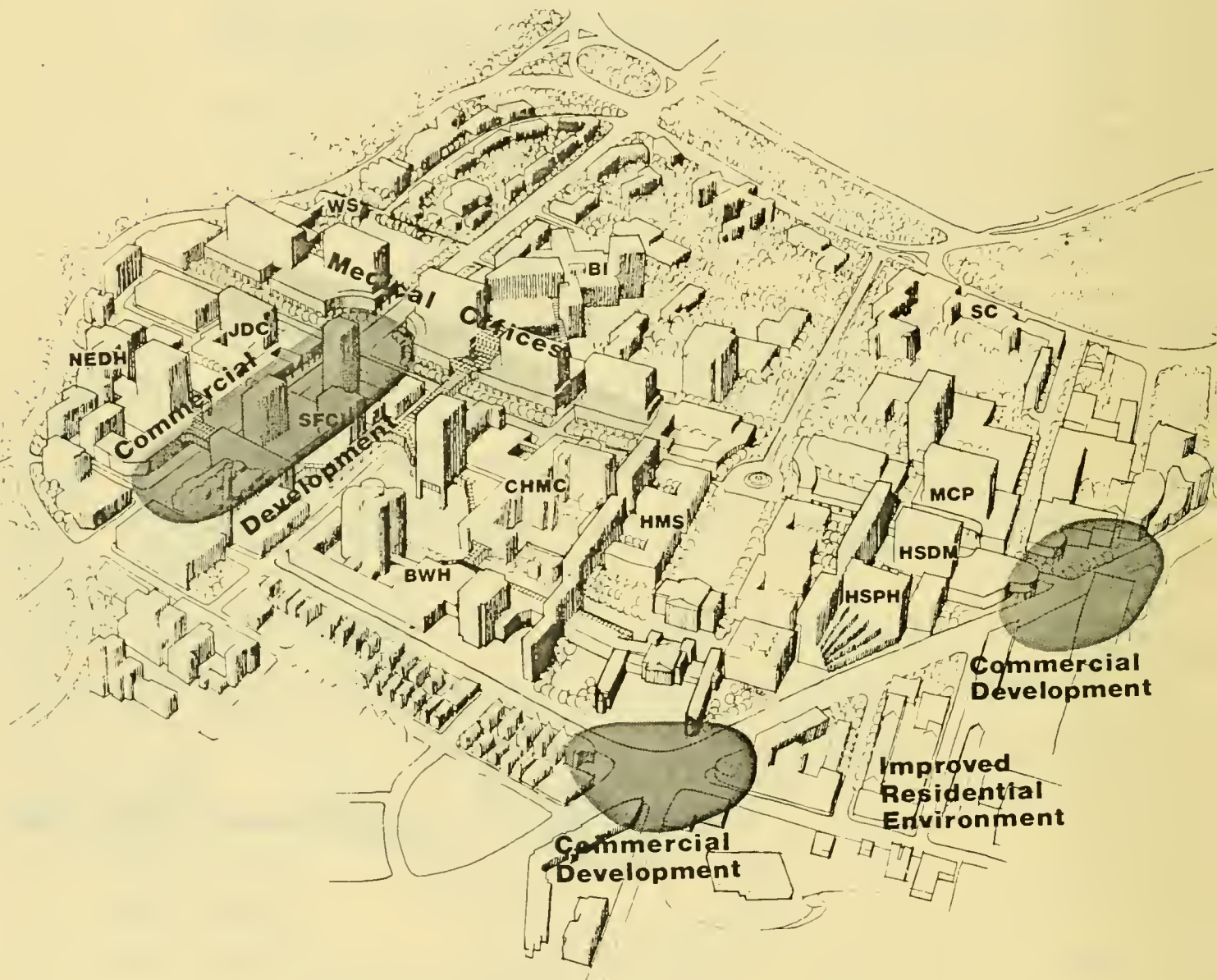
- Shattuck-Deaconess Mall, including near-term realization as a pedestrian mall and future improvements.
- Longwood Arcade, an improved pedestrian spine along Longwood Avenue as part of development of fronting properties.
- Longwood Crossing, environmental improvements to the commercial center at Brookline Avenue and Longwood.
- Second-Level Connector, achieving institutional Agreements to guide implementation as part of future development.
- The Campus, including space organization planning and development of design guidelines, and further visionary Framework design.

Schedule



Framework Element 5: Proposed Development Policy

Description. There are overall area needs—such as the development of a sense of community, a place to be, critical amenities—which are more likely to be fulfilled if the varied development happens in a coordinated way. Yet, the major growth in the area will be through the initiatives of the institutions and the private developers with whom they choose to work. Hence, a key part of the Framework is guidelines for developing critical concentrations of activities and governing key dimensions needed to coordinate growth.





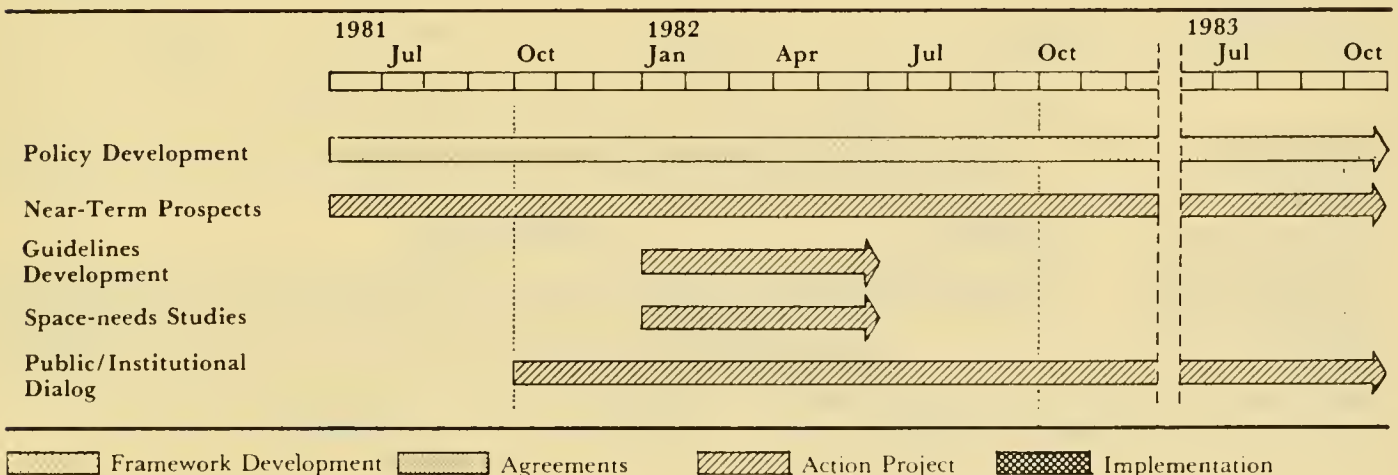
A survey of the development needs of MASCO member institutions, and a study of the commercial potential of the area by Urban Consulting Associates of Boston, revealed that there are enough sites available within the boundaries of the LMA to meet all presently projected needs for institutional growth, through the year 2000, and to accommodate the commercial needs of the area employees and visitors. The added space shown on the available sites identified in the Framework diagrams provides double the existing commercial space and 40% additional institutional space without building to maximum feasible densities. There seems to be a strong consensus among MASCO members about which institutions are likely to share in the development of the various sites, making the projection of future uses possible.

Key among the features the guidelines will promote are: the creation of Longwood Crossing, a concentration of commercial activity focusing on Brookline Avenue at the intersection with Longwood; development of doctors' offices and related medical space in an arcaded pedestrian environment along Longwood Avenue; a future commercial development node at Huntington and Longwood, to meet Fenway Campus institution needs; and commercial development serving the residential community surrounding Brigham Circle. It recommends that MASCO be staffed to take a role in area development; to catalyze private sector actions, including helping to package proposals; to serve as a joint-venture developer and acquire parcels for land-banking; and to continue area-wide planning and coordinate institutional development.

Action Projects.

- Identification of near-term potential development parcels and use prospects.
- Guidelines for potential development sites, including massing studies and design controls.
- Space Needs studies and programs for doctors' office, administrative and research space, housing, recreation and commercial.
- Re-use programming for Boston Lying-In.
- Dialogue with LMA public institutions and responsible agencies on development futures.

Schedule



Framework Element 6: Long Term Process

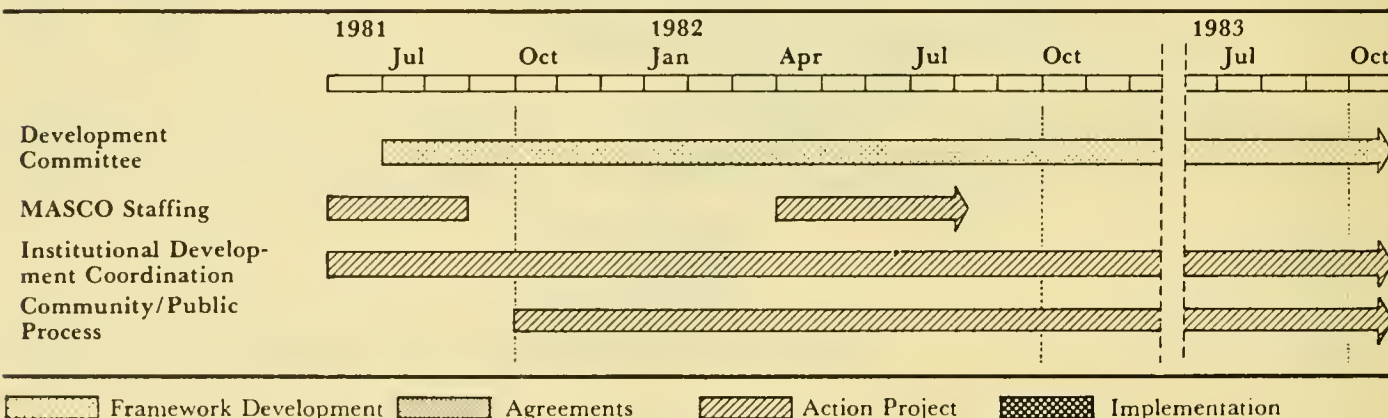
Description. Improving the environment of the LMA is strongly linked to finding means to improve the larger community. The Framework recommends that MASCO embark on a Long Term Process of working with neighborhood leadership and government agencies to seek ways of improving the area, and of working with the appropriate agencies to realize the potential of the public educational and housing facilities in the area in their likely future changes. In defining the goals and approach to this area improvement, the neighborhood representatives must take a leading role. As part of this Long Term Process, a Development Committee has been formed, composed of MASCO Board members (an outgrowth of the Master Programming Client Team), to work closely with member institutions, private developers, neighborhood organizations, and public agencies to stimulate and coordinate future development.

It is critical to note that Master Programming is an on-going process and that this Framework is only an initial vision, not a definitive plan. Because the membership of MASCO is voluntary and because realizing improvements will take collaboration beyond its present membership, priority has been given to identifying the highest priority and most accomplishable tasks in order to build a stronger sense for what can be accomplished through coordinated development. As these initial Action Projects proceed and confidence grows, there is the opportunity and the need to modify the basic Framework with bolder visions of the area and the means to implement them. Now is the opportunity to initiate the partnership with the surrounding community and other area institutions to develop the new concepts and build mutual commitments that will enable on-going action toward area improvement.

Action Projects.

- Organization of on-going MASCO Development Committee.
- Staffing MASCO to guide area planning and development.
- Coordination of development needs and plans among LMA institutions.
- Process organization and initiation of work with community groups, public agencies and other institutions on larger area improvements.

Schedule





PLANNING TEAM

Development of the Master Programming process and of this Framework would have been impossible without the invaluable efforts of the MASCO Client Team and cooperation of personnel of all our member institutions. The Client Team is:

Stanley H. Feldberg, Chairman
Trustee
Beth Israel Hospital

David Weiner
President
Children's Hospital Medical Center

Richard Smith
Chairman of the Board
Sidney Farber Cancer Institute

Robin Schmidt
Vice President for Government &
Community Affairs
Harvard University

Henry Meadow
Dean of Planning & Special Projects
Harvard Medical School

F. Stanton Deland, Jr., Esq.
Chairman of the Board, MASCO
Chairman of the Board, Brigham &
Women's Hospital

C. Vincent Vappi
Representative
New England Deaconess Hospital

Dr. William Holmes
President
Simmons College

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Cogeneration Management Co., Inc.

Consultants:

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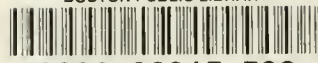
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